



UK Shared Prosperity Fund

Investment Plan Drafting Template

Version 2
May 2022

Your location

To be eligible for funding, you will need to be applying on behalf of a lead authority in one of the [delivery geographies](#).

Select the lead authority

For Scotland and Wales only: Who else is this investment plan being submitted on behalf of? Select all that apply

Your details

Name

Email address

Phone number

Organisation name

Local challenges and opportunities

In this section, we will ask you:

- If you've identified any challenges or opportunities, you intend to support
- Which of the UKSPF investment priorities these fall under

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Strategic context (all themes)

The Oxfordshire Local Industrial Strategy was published in 2019 and identifies the foundational elements required to maintain and enhance Oxfordshire's position as a globally competitive and productive local economy, focussing on the places, ideas, business environment, infrastructure and people, needed to bring about continued prosperity.

In 2021, the LEP and local partners commissioned a post-covid Economic Recovery Plan which further articulates the support needed to recover and develop a more resilient local economy, including: Improving Labour Supply within and across Sectors; Tackling Social Mobility and Economic Hardship; enhancing business support in reach, quality, and specificity; supporting businesses to better manage their supply chains; reviving and repurposing our town centres; and preparing our Visitor Economy to bounce back.

The recently published Oxford Economic Strategy and City Centre Action Plan were produced in parallel, and drew heavily on the themes and evidence of the Local Industrial Strategy and Economic Recovery Plan. They identify a number of key strategic economic and social challenges for the city. These include the development of a more inclusive and equitable local economy, the transition to a net zero economy, the ambition to maintain and enhance the city's economic influence at a global scale, and the need to enhance the quality, diversity and vibrancy of the city centre, through improvements to its public realm and retail, social and cultural offer. These priorities cut across all of the SPF themes, and the proposals in this plan seek to respond proportionately to these known challenges through targeted investments in key areas.

Communities and Place Challenges

Consultations and public engagement on the priorities for the city centre has consistently highlighted the lack of shared public realm and the challenges to new businesses setting up in the area of high rents and rates. Further research, including resident surveys, highlights that much of Oxford's population doesn't feel that the city centre has the offer they wish to see. This is particularly pronounced among people from Oxford's minority communities and most deprived areas.

The majority of Oxford city centre is extremely sensitive in heritage terms, with a significant number of listed buildings and a high proportion covered by conservation areas.

Despite its global renown, and vast human, intellectual, and financial capital, the city centre itself contains some of the most deprived areas of the city, with Carfax ward containing an LSOA which ranks within the bottom 20% nationally. Outside the city centre, there are numerous pockets of high need and low employment as shown in the indices of multiple deprivation, with the city containing 10 LSOAs which are in the 20% most deprived nationally.

Outcomes across, education, skills and employability are well below the rest of the city in these areas, and this is also true for Black and Minority Ethnic communities as evidenced in early 2021 (following publication of the OxLEP Skills Local Skills Report and Plan, March 2021), when OxLEP Skills commissioned a data review and report on the skills, employment and enterprise of Oxfordshire's ethnic minority communities.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

There is a well-developed consensus around the potential to extend and embed public realm improvements made during the pandemic on St Michaels Street, where a number of local businesses, began offering outdoor seating. This shift in usage is supported by the recent introduction of the zero emissions zone, which will reduce vehicle usage in this area of the city. The next step would be to undertake feasibility, design and engagement work to build on the success of the current scheme and explore opportunities to create an exemplary permanent pedestrianised zone which enhances the city centre public realm.

There are significant city centre developments already underway at the Clarendon Centre, and on Cornmarket and Market Street, through Jesus College. These projects, and their associated S106 contributions, present an opportunity for match funding of public realm improvements but there is a need for further investment to catalyse these ambitions.

The countywide Oxfordshire Inclusive Economy Partnership was formed as part of a recommendation from the Oxfordshire Local Industrial Strategy and seeks to address economic marginalisation and inequality. The partnership has set a wide range of strategic priorities, including ambitions to maximise social value through procurement and community employment planning; improving educational attainment among disadvantaged groups, improving inclusivity in employment, and developing place based interventions and targeted support in areas that need it most. There is an emerging consensus across partners that supporting the growth of the social economy through the growth of social and community enterprise can have profound impacts on the outcomes of the city's most marginalised communities.

Within the city, these ambitions interface with local organisations and partnerships seeking to address these issues from the ground up through community wealth building. The Owned by Oxford project, addresses gaps in access and opportunity through building strong local networks of grassroots actors who build capacity and funding to support new models of community asset ownership and the growth of the local social economy. The project is a partnership of local organisations and there is an opportunity to leverage SPF investments against the future funding and investments from these partners around this agenda.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

(If yes) Describe these challenges, give evidence where possible

Consultations and public engagement around the city centre action plan consistently highlighted the challenges to new businesses setting up in the area of high rents and rates. Our constrained urban form and land use pattern puts pressure on public space; and creates competing interests between uses. There is a constrained SME and independent market in the city centre. Commercial rents rarely vary to allow for growth of the independent sector and SME sector.

Whilst our vacancy rate has been relatively stable at around at 5%, there are a number of businesses expected to go into forfeiture in the coming months. Many of these are heavily reliant on the visitor economy, and there is a need to ensure that footfall and visitor numbers recover to pre-pandemic levels to arrest this trend.

Further evidence including resident surveys, and the City Centre Action Plan Consultation, highlights that much of Oxford's population doesn't feel that the city centre has the offer they wish to see. This is particularly pronounced among people from Oxford's minority communities and most deprived areas.

Consultation on the city centre action plan, identified an historic lack of investment in wayfinding infrastructure and the piecemeal and confusing picture presented through existing provision which may be contributing to low visitor satisfaction, which impacts on the visitor economy as a whole. This is backed up by the Visit Britain Satisfaction Survey (<https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/England-documents/oxford.pdf>) which ranks Oxford above the national average on history and heritage, cultural activities, and offering a distinctive experience, but below the national and city-based averages for ease of getting around, being welcoming and friendly, the availability of individual/independent shops, value for money, and shopping opportunities.

As one of a handful of net-contributors to the treasury, Oxford is blessed with a strong business sector. The city aims to build on and enhance its reputation as a global city and has a mature business support landscape, with strong peer to peer networks like B4 Business, Oxfordshire Social Enterprise Partnership, B-Corp, Oxfordshire Business First, and the Robin Network. It also has a range of business support services in the form of OxLEP Business Said Business School, Skoll Business Centre, Oxford Brookes Business School, as well the British Library funded Business and Intellectual Property Centre at the Westgate library.

However there are known gaps in accessing these services and networks. Evidence from previous programmes has shown that entrepreneurs and social entrepreneurs in Oxford's more marginalised communities have not tended to come forward to access the mainstream enterprise support networks. This is due to a number of factors but includes lack of capacity and resources to apply for support, lack of confidence in dealing with and making demands of bureaucracy, and resultant low expectations of success meaning that advice and support is not sought.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT?

(If yes) Describe these opportunities, give evidence where possible

A masterplan is being consulted on for the redevelopment of Oxford's Covered Market, a building which dates back to the 1770's and has a long, varied and interesting heritage. The market has always been an attraction for visiting tourists, providing a unique showcase for the best local crafts, food and drink. The proposed changes to the market design and associated public realm aim to sensitively adapt and enhance the existing heritage asset making it a more open and welcoming space, creating public spaces where people can dwell for longer, and providing a higher proportion of smaller, lower cost units, allowing entry points in the city centre for new businesses.

An Oxford wayfinding strategy was produced following the covid-19 pandemic which identified the need to consolidate and invest in the city's wayfinding infrastructure which was found to be out of

date and confusing. Consultation responses for the City Centre Action Plan suggested that is contributing to low visitor satisfaction rates and there is an opportunity to improve these perceptions through targeted investment.

The council's Community Wealth Building programme involves a number of partner organisations, working together to provide hands on relationship-based advice in starting and managing small and locally-owned businesses, and accessing grants, investment and spaces. These practices can be further embedded by extending officer capacity in the programme, and building on the investment of key partners, including the Aspire Enterprise Hub in Temple Cowley, and the Business and Intellectual Property Centre at Blackbird Leys.

ARE THERE ANY LOCAL CHALLENGES YOU FACE WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these challenges, give evidence where possible

The 'Pathways to a Zero Carbon Oxfordshire' report was published in June 21 stating that 'If the phase-out of carbon emissions is managed effectively, a variety of economic, social and environmental benefits can be achieved. These include the creation of high skilled, well paid jobs in the zero-carbon sector'. Oxfordshire is a global centre for research and innovation, and the 2014 Low Carbon Economy report estimated that the low carbon economy generated £1.15 billion/year in sales, representing 7% of the county's economy. Leading the development of a zero-carbon future is an opportunity which Oxfordshire can grasp and ultimately become a global leader.

The Zero Carbon Oxford Partnership, a group of the city's largest employers from the public and private sectors, chaired by Oxford City Council, have quantified the scale of the issue in their Roadmap and Action Plan. To achieve the target of a net zero carbon city by 2040, domestic emissions must be reduced by 87%.

That target can only be attained by electrifying heating systems, installing more renewable energy capacity and by making energy efficiency improvements to building fabric. In real terms, this will mean that over 48,000 homes in Oxford (including the majority of the 7,800 Council homes) will require the installation of at least one retrofit measure by 2040 – with a significant portion needing much more work.

Other skills and capabilities will be in demand to enable the transition to net zero, including digital skills. As the economy decarbonises and many processes become electrified and automated (transport, heating, commercial and industrial processes, etc.) it will be necessary for all businesses and organisations in the city to develop a smarter and more flexible approach to energy use. Skills and knowledge in this field will become highly sought-after.

In general, as efforts to mitigate climate change accelerate and as we adapt to those effects that can already be felt; businesses will be required update their operations accordingly. Basic carbon literacy skills will become desirable for a wide variety of roles in every sector.

As referenced in the previous themes, there are areas of the city where economic inactivity is persistent and generational, as shown by the fact that the same areas consistently rank in the bottom 10% and 20% in the Index of Multiple Deprivation with each release. Investments in conventional skills programmes have not consistently impacted on these outcomes in any lasting way, and tend to focus on moving people into short-term, low-prospect roles as a priority. Affecting change in these areas, needs a new approach to develop the social relationships underpinning these indicators and a supportive infrastructure which can generate an increase in economic participation.

ARE THERE ANY LOCAL OPPORTUNITIES UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY THAT YOU INTEND TO SUPPORT? (In Scotland, Wales, and Northern Ireland this should also include challenges relating to Multiply)

(If yes) Describe these opportunities, give evidence where possible

Oxford was one of the first UK cities to carry out a citizens' assembly in 2019. Much of the groundwork is therefore in place for Oxford to be the first truly Net Zero city in the UK, with a strong foundation and economic opportunity through innovation projects such as LEO and ESO, the Zero Carbon Oxford Partnership and organisations such as the Low Carbon Hub. The council will invest significant local and central government funding over the next 5 years in retrofitting its housing stock and increasing the local skills base in this sector will be vital to ensuring that this investment creates wider economic benefits in the local area.

Local social enterprises and progressive social landlords are already exploring this opportunity and a recent report from Aspire Oxfordshire identifies the necessary pre-requisites to make rapid progress in this areas. There is a further opportunity to leverage existing local growth fund investments in the Green Construction Skills Centre at Abingdon and Witney College, which provides state of the art facilities and training courses in retrofit and green construction techniques.

In relation to the challenge of providing employment support to economically inactive people, there are opportunities to build on the networks and approaches being developed through local partnerships such as Owned By Oxford and the Oxfordshire Inclusive Economy Partnership (as well as long-standing local partners such as DWP, OXLEP Skills, Higher Education, and training providers) including leveraging the opportunities presented through community employment plans, and suppliers' social value commitments. There is an opportunity to extend and embed the impact and reach of these opportunities through resourcing the local authority to work at this grassroots level through its community wealth building programme.

Interventions

In this section, we will ask you about:

- Interventions you've chosen for each year of funding
- Outcomes you want to deliver
- Any interventions that are not listed here
- How these interventions fall under the UKSPF investment priorities, and your rationale for them
- Interventions not included in our list will be assessed before being approved, where you will need to show a clear rationale, how the intervention is value for money, what outcomes it will deliver and how you will monitor and evaluate the intervention. This may include a theory of change or logic chain.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	
Jobs safeguarded	Y
Increased footfall	Y
Increased visitor numbers	Y
Reduced vacancy rates	Y
Greenhouse gas reductions	
Improved perceived/experienced accessibility	Y
Improved perception of facilities/amenities	Y
Increased number of properties better protected from flooding and coastal erosion	
Increased users of facilities / amenities	
Improved perception of facility/infrastructure project	

Increased use of cycleways or paths	
Increase in Biodiversity	
Increased affordability of events/entry	
Improved perception of safety	
Reduction in neighbourhood crime	
Improved engagement numbers	Y
Improved perception of events	
Increased number of web searches for a place	
Volunteering numbers as a result of support	
Number of new or improved community facilities as a result of support	Y
Increased take up of energy efficiency measures	
Increased number of projects arising from funded feasibility studies	Y
Number of premises with improved digital connectivity	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE COMMUNITIES AND PLACE INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E1: Improvements to town centres & high streets

E11: Capacity building & infrastructure support local groups

E14: Relevant feasibility studies

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Communities and Place investment priority and the location of the proposed project.

There are three key investments proposed under this theme:

E1 – Improvements to town centres

The council will use SPF funding to invest in the next stages of development of the pedestrianisation of St Michaels Street, creating a significantly improved public realm, and benefitting local businesses and the visitor economy.

E11 – Capacity building and infrastructure for local groups

The council will fund additional capacity to work alongside local grassroots groups and partnerships such as Owned by Oxford, the Oxfordshire Inclusive Economy Partnership and Oxfordshire Social Enterprise Partnership, to support the emergence of community owned organisations and enterprises, and the development of new community spaces and assets in the most deprived areas of Oxford.

E14: Relevant feasibility studies

Investments will be made in professional services to build on the existing masterplan and develop the feasibility and design for improvements to the Covered Market and St Michael’s Street.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?
All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

All of the investments made are being used to procure 'public goods' and as such do not represent a subsidy. These initiatives do not make a contribution to an enterprise or affect international trade. Capital schemes will be procured in line with national rules.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Jobs created	Y
Jobs safeguarded	Y
Increased footfall	Y
Increased visitor numbers	Y
Reduced vacancy rates	Y
Greenhouse gas reductions	Y
Number of new businesses created	
Improved perception of markets	Y
Increased business sustainability	
Increased number of businesses supported	Y
Increased amount of investment	Y
Improved perception of attractions	Y
Number of businesses introducing new products to the firm	
Number of organisations engaged in new knowledge transfer activity	
Number of premises with improved digital connectivity	
Number of businesses adopting new to the firm technologies or processes	
Number of new to market products	
Number of R&D active businesses	
Increased number of innovation active SMEs	
Number of businesses adopting new or improved products or services	
Increased number of innovation plans developed	
Number of early stage firms which increase their revenue following support	
Number of businesses engaged in new markets	
Number of businesses engaged in new markets	
Number of businesses increasing their export capability	
Increased amount of low or zero carbon energy infrastructure installed	Y
Number of businesses with improved productivity	
Increased number of projects arising from funded feasibility studies	
Increased number of properties better protected from flooding and coastal erosion	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E16: Open Markets and Town Centres

E17: Development and Promotion of the Visitor Economy

E26: Growing the Local Social Economy

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS WHICH FALL UNDER THE SUPPORTING LOCAL BUSINESS INVESTMENT PRIORITY?

Describe these projects, including how they fall under the Supporting Local Business investment priority and the location of the proposed project.

E16: Open Markets and Town Centres
 Through investments in the city centre’s Covered Market, the council will create greatly increase footfall in the area and will create a more diverse range of sites, including low rent, short-term, and popup and meanwhile uses. This will improve sales for existing retailers, extend the potential for hospitality and events, and create new opportunities for local SMEs to trade in the city centre. The market will seek to set a new standard in sustainability by substantially reducing the number of carbon emitting delivery vehicles accessing the market.

E17: Development and Promotion of the Visitor Economy
 This intervention will focus on investments in the Wayfinding infrastructure across the city centre, resulting in greater visitor satisfaction and improved footfall at key sights and attractions.

E26: Growing the local social economy
 This intervention will fund capacity to support the development of grassroots organisations and community networks, providing relationship based advice and fundraising support to help develop local SMEs, and social and community enterprises. Support will be targeted at the areas of Oxford falling in the 20% most deprived areas of the county (IMD 2019)

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

These initiatives do not make any direct cash contribution to an enterprise. The in-kind contributions to enterprise in the form of support will be small and will not breach ‘Special drawing rights’ of £332,000. They will not affect international trade. Moreover, the support will pursue a specific public policy objective to remedy address equity rationales, social difficulties and distributional concerns.

WHAT ARE THE OUTCOMES YOU WANT TO DELIVER UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY? SELECT ALL THAT APPLY.

Outcome	Tick if applicable
Number of economically inactive individuals in receipt of benefits they are entitled to following support	
Increased active or sustained participants of UKSPF beneficiaries in community groups [and/or] increased employability through development of interpersonal skills	Y
Number of people reporting increased employability through development of interpersonal skills funded by UKSPF (numerical value)	Y
Number of people in supported employment [and] number of people engaging with mainstream healthcare services	
Number of people sustaining engagement with keyworker support and additional services	
Number of people engaged in job-searching following support	
Number of people in employment, including self-employment, following support	Y
Number of people sustaining employment for 6 months	
Increased employment, skills and/or UKSPF objectives incorporated into local area corporate governance	
Number of people in education/training	
Increased number of people with basic skills (English, maths, digital and ESOL)	
Fewer people facing structural barriers into employment and into skills provision	
Increased number of people familiarised with employers' expectations, including, standards of behaviour in the workplace	
Fewer people facing structural barriers into employment and into skills provision	
Number of people gaining a qualification or completing a course following support	Y
Number of people gaining qualifications, licences, and skills	
Number of economically active individuals engaged in mainstream skills education, and training.	
Number of people engaged in life skills support following interventions	
Number of people with proficiency in pre-employment and interpersonal skills (relationship, organisational and anger-management, interviewing, CV and job application writing)	
Multiply only - Increased number of adults achieving maths qualifications up to, and including, Level 2.	
Multiply only - Increased number of adults participating in maths qualifications and courses up to, and including, Level 2.	
None of the above	

SELECT THE INTERVENTIONS YOU INTEND TO USE WHICH MEET THE PEOPLE AND SKILLS INVESTMENT PRIORITY. YOU CAN SELECT AS MANY AS YOU LIKE.

Intervention

A full list of nation-specific interventions is available in the relevant annex to the Prospectus.

E33: Employment Support for Economically Inactive People

E39: Green Skills Courses

ENGLAND ONLY: People and Skills interventions can only be used in 2022-2023 and 2023-2024 if you have identified a local voluntary and community provision, previously supported by the European Social Fund, at risk of closure. If you have not identified a suitable provision, you will not be able to select interventions for 2022-2023 and 2023-2024 and your investment plan will not be approved.

HAVE YOU ALREADY IDENTIFIED ANY PROJECTS for 2024-2025 WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Yes

Describe the projects for 2024-25, including how they fall under the People and Skills investment priority and the location of the proposed project.

E33: Employment Support for Economically Inactive People
Investment in this intervention will seek to leverage the grassroots networks and partnerships in place through the council's community wealth building programme to link economically inactive people with opportunities to gain valuable skills and experience arising through social value commitments and developer community employment plans. The community wealth building programme will seek to broker long term relationship between developers and providers with skills gaps and social value ambitions, and economically inactive people in areas of deprivation, providing routes into meaningful long term employment.

E39: Green Skills Courses
The green skills programme will be further defined in the next 12 months but is expected to focus on upskilling the city's capacity to deliver energy efficiency improvements on its housing stock. This is likely to fund direct training as well as engagement and marketing activities to improve access to courses.

Do you consider these projects may provide a subsidy to potential recipients of the funding under the proposed planned activity?

All bids must also consider how they will deliver in line with subsidy control as [set out in the guidance](#).

No

Detail the assessment you undertook to consider whether the proposed projects constitute a subsidy and any specific measures you will take to make sure the subsidy is permitted.

The detail on this proposal is still being developed, as described above and funding for this priority will not begin until 2024/25.

As a major potential provider of retrofit services, the council is keen to explore how Oxford Direct Services, and others companies in the supply chain, could be appropriately incentivised to accelerate investment in retrofit skills.

The mechanism for doing this will be explored in more detail following the submission of the plan, and further advice will be needed to understand whether, and under what circumstances this would constitute subsidy. We are aware that where a subsidy is identified;

- These will need to fulfil a specific public policy objective to meet Net Zero and address social needs and distributional concerns
- subsidies must be proportionate and limited to what is necessary to achieve the objective.
- subsidies should be designed to bring about a change of economic behaviour of the beneficiaries that is conducive to achieving the objective and that would not be achieved in the absence of subsidies being provided.

- subsidies will not normally compensate for the costs the beneficiary would have funded in the absence of any subsidy, will not be achievable by other means and not have negative effects on wider trade and investment.

Approach to delivery and governance

In this section, we will ask you about:

- Structures you have in place to support delivery
- Support you have from stakeholders and the local community
- How you've engaged with MPs as part of your investment plan
- Opportunities you have identified to work with other places

Places need to show how MPs that cover the lead local authority have been engaged on the investment plan and whether they support it. More detail on the role of MPs can be found here.

STAKEHOLDER ENGAGEMENT AND SUPPORT

Have you engaged with any of the following as part of your investment plan? Select all that apply.

Public sector organisations	Private sector organisations	Civil society organisations
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Describe how you have engaged with any of these organisations. Give examples where possible.

Yes, in accordance with the guidelines OCC as lead authority convened a range of existing groups to act as a Local Partnership, ensuring that they took on the role designated for this Fund's purposes and, taking care to ensure that the panel is fully representative with terms of reference that meet the Fund's needs.

Oxford City Council therefore convened 'The Local Partnership' for purposes of the Shared Prosperity Fund as a consortium of the following representative groups:

Oxford City Council (lead role) and Oxfordshire Councils (Advisory, collaborative role)
MPs and representative members
OxLEP
Oxfordshire Inclusive Economy Partnership (OIEP)
Oxford Strategic Partnership (OSP)
Economic Growth Steering Board (EGSB)

Through 'The Local Partnership Forum' we engaged an extensive range of partners in both Oxford City and Oxfordshire wide working in collaboration with partners from across public, private and voluntary and community sectors.

This included engagement through the following meetings:

- Oxfordshire Inclusive Economy Partnership, 16th June, 1.30-3pm

- Economic Growth Steering Board, 12th July, 10.30-12pm
- Oxford Strategic Partnership, 12th July, 2.30pm-4pm

And several designated workshops to engage broader stakeholders:

- UKSPF Stakeholder Engagement Workshop 1, 12th July, 1pm-2.30pm
- UKSPF Stakeholder Engagement Workshop 2, 18th July, 12pm-1.30pm

This engaged all of the key stakeholders as identified by the funds engagement guidelines including representatives from:

- Local partnership boards and strategic bodies
- Local businesses and investors
- Business support providers
- Prominent local community & faith organisations
- Voluntary, sector social enterprise and civil society organisations
- Education and skills providers
- Employment experts and providers
- Nature, environmental or associated representatives
- Public health representatives
- Members of Parliament

Summarise the governance structures you have in place, including how any advisory panels or associated partnership groups are made up

Oxford City Council as lead partner and local authority has clear governance structures and accountability to ensure transparency and due diligence in line with local authority best practice as well as the required approvals through our Chief Executive Officer, Section 151 Officer and Leader of Oxford City Council as lead authority.

‘The Local Partnership’ consortium is formed of a range of advisory panels and partnerships which are accountable and report to both Oxford City Council (i.e. Oxford Strategic Partnership, Economic Growth Steering Board) and Oxfordshire bodies such as Future Oxfordshire Partnership -Formerly the Oxfordshire Growth Board (I.e. Oxfordshire Inclusive Economy Partnership) which is comprised of and accountable to all Councils in Oxfordshire, City, County and Districts.

For the ‘Greening the Economy’ strand of the Shared Prosperity Fund we will also work closely and be accountable to specialist bodies such as the Zero Carbon Oxford Partnership (ZCOP), contractors and training providers to ensure strategic alignment towards zero carbon targets.

For the Shared Prosperity Fund governance in general we have also ensured to engage our MPs regarding the design and delivery of the programme and as part of wider ‘The Local Partnership’ engagement we have invited their collaboration in order to enable the representation of their constituent’s views.

The MPs will continue to be engaged to provide an advisory role to Oxford City Council as lead local authority and invited to review the investment plan prior to submission to UK government for sign-off.

Having actively reached out to MPs and other partners Oxford City Council as lead local authorities has sought local consensus for the plan and Oxford City Council as lead local authority will ensure to continue to engage proactively and constructively with MPs on a periodic basis, post investment plan sign-off – including through a regular reviews and meetings of the partnership group in its delivery phase.

Confirm all MPs covering your lead local authority have been invited to join the local partnership group.

Yes

Are there MPs who are not supportive of your investment plan?

No

(If Yes) Who are the MPs that are not supportive and outline their reasons why.

PROJECT SELECTION

Are you intending to select projects in any way other than by competition for funding?

Yes

(If Yes) Describe your approach to selecting projects, and why you intend to do it this way.

The selection of projects to be funded by SPF has been determined based on their need and alignment to the fund's indicators and priorities, as areas that were strongly supported as priorities in the recent Economic Strategy and City Centre Action Plan consultations, which enable Oxford City Council to continue to support vital services that meet local needs in line with SPF.

Oxford City Council as lead local authority will identify alignment to existing investments and opportunities to leverage new and additional funding from the private, public and third sectors where applicable for example under the People and Skills theme through adult education budgets, apprenticeship levy, ESF contracts etc. and for the options when selecting communities and place and supporting local business interventions to fund. This will maximise the value for money and impact of the Fund increase the value of the programme wherever match or leverage funding permits.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE COMMUNITIES AND PLACE INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention

Tick if applicable

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Who are the places you intend to collaborate with?

We are aware of a number of neighbouring authorities who are looking at intervention E17 and some have expressed interest in potentially collaborating on shared wayfinding infrastructure. We will continue to explore this to see if there is alignment of the aims and a potential economy of scale to be achieved.

DO YOU INTEND TO WORK WITH OTHER PLACES ON ANY OF THE INTERVENTIONS WHICH FALL UNDER THE PEOPLE AND SKILLS INVESTMENT PRIORITY?

Which interventions do you intend to collaborate on? Select all that apply.

Intervention	Tick if applicable
<i>A full list of nation-specific interventions is available in the relevant annex to the Prospectus.</i>	
E33: Employment Support for Economically Inactive People	Y
E39: Green skills courses	Y

Describe any interventions not included in this list?

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Who are the places you intend to collaborate with?

Funding for this theme commences in 2024/25, and there is shared interest in this theme across neighbouring local authorities and the opportunities to collaborate will continue to be explored and developed as the programme is further defined in the next 12 months.

We are aware of a neighbouring authority who are looking at intervention E33 and how to link this to opportunities present in social value in procurement practices and community employment plans. We will continue to explore this to see if there is alignment of the aims and approaches.

All our local authority partners are looking at E39 and we will continue to explore the potential for joining up efforts following the submission of the plan as we further develop the detail.

PUBLIC SECTOR EQUALITY DUTY

How have you considered your public sector equality duty in the design of your investment plan?

The Public Sector Equality Duty has been considered at all stages of the engagement for and development of the investment plan.

PSED was considered in regard to the selection and review of the membership of the groups forming 'The Local Partnership' when identifying the stakeholder for engagement on the UKSPF. This has led to some immediate actions adopted to improve the diversity and representativeness of one of those groups in light of Public Sector Equality Duty to improve representation across sectors of the economy but also protected characteristics of the Equalities Act 2010.

A number of projects have been selected to address long term inequalities across protected groups, in particular those of black and minority ethnicity.

How will you consider your public sector equality duty when implementing your investment plan, including in the selection of projects?

The Oxford Economic Strategy and City Centre Action Plan both carried out EQIAs and have incorporated the needs of protected groups in their development and priorities. The CCAP and OES heavily informed the selection of interventions in this proposal.

PSED has also been considered in regard to the UKSPF design for delivery with partnerships such as Oxfordshire Inclusive Economy Partnership (OIEP) and Owned by Oxford (ObO) with approaches that are inclusive and participatory inform this design.

In order to ensure implementation is not detrimental or discriminatory we have taken advice from the Oxford City Council Equalities Steering Group regarding working proactively with diversity champions and also the use of impact assessments to prevent these issues in the implementation of the Programme and its projects.

For the public realm and wayfinding projects, we will consult directly with the Oxford Inclusive Transport and Movement Group to ensure these schemes are developed with protected characteristics in mind.

In line with council policy, each project will undertake an EQIA at its design stage to ensure to identify and mitigate any possible adverse impacts on protected characteristics.

RISKS

Have you identified any key risks that could affect delivery, for example lack of staff or expertise?

Yes	No
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(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

The delivery of the UKSPF will be managed within Oxford City Council by an SPF programme board. The board will take a proportionate approach to risk management in line with the council's project management framework. Much of the delivery will be through in house teams and the funding will be allocated only to partners that evidence and demonstrate risk management and mitigation measures that meet our requirements as a local authority.

Have you identified any key fraud risks that could affect UKSPF delivery?

	No
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(If Yes) Describe these risks or issues, including the contingency measures you have in place to mitigate them.

We will follow all internal guidelines and procedures with support from our financial team at Oxford City Council to prevent fraud risks as well as careful vetting and selection of only trusted partners which have been subject to rigorous due diligence.

Capacity and capability

In this section, we will ask you about:

- The capacity and capability of your team to manage funding
- The resources you have in place for work related to UKSPF

Your answers here will help us know how to support you with delivery. They will not affect the amount of funding you will get.

Answer as honestly as possible.

TEAM RESOURCE

How many people (FTE) will be put in place to work with UKSPF funding?

The SPF Programme board will oversee the internal resource requirements to manage the oversight and delivery of UKSPF. This will draw on resources from within the Regeneration and Economy team, and will require oversight from the Economic Development Manager, Head of Service Oxford City Council's Regeneration and Economy directorate.

In addition, support from the financial services and other relevant services of Oxford City Council will be needed periodically to support these processes.

It is estimated that this resource will equate to 0.5FTE over the course of the project.

Describe what role these people will have, including any seniority and experience.

The resource allocated by the Programme board will include regular input from 2 members of staff employed as Principal Regeneration and Economic Development Officers, with appropriate experience and expertise in the administration and delivery of central government funding within a local authority context. In addition, legal and finance officers and other expertise required to support delivery the UKSPF Programme as required.

- Strong capability: Has extensive experience and/or a proven track record of delivery in this area.
- Strong capacity: High degree of confidence that there is enough staffing/resource to manage funding in this area.
- Some capability: Has previous experience of delivery in this area.
- Some capacity: Confident that there is enough staffing/resource to manage funding in this area.

- Limited capability: Does not have previous experience and/or no track record of delivery in this area.
- Limited capacity: Limited confidence that there is enough staffing/resource to manage funding in this area. Additional resource may be needed to support delivery.

CAPACITY AND CAPABILITY		
How would you describe your team's current experience of delivering funding and managing growth funds?		
Very experienced		
How would you describe your team's current capability to manage funding for procurement?		
Strong capability		
How would you describe your team's current capability to manage funding for procurement?		
Strong capability		
How would you describe your team's current capacity to manage funding for procurement?		
Strong capacity		
How would you describe your team's current capability to manage funding for subsidies?		
Strong capability		
How would you describe your team's current capacity to manage funding for subsidies?		
Strong capacity		

COMMUNITIES AND PLACE CAPACITY AND CAPABILITY		
Does your local authority have any previous experience of delivering the Communities and Place interventions you have select?		
Yes		
How would you describe your team's current capability to manage funding for Communities and Place interventions?		
Strong capability		
Describe the key capability challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for Communities and Place interventions?		
Strong capability		
Describe the key capacity challenges (if you have any) for delivering Communities and Place interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		

Describe what further support would help address these challenges.	

SUPPORTING LOCAL BUSINESS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the Supporting Local Business interventions you have select?

Yes

How would you describe your team's current capability to manage funding for Supporting Local Business interventions?

Strong capability

Describe the key capability challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.

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Describe what further support would help address these challenges.

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How would you describe your team's current capacity to manage funding for Supporting Local Business interventions?

Strong capability

Describe the key capacity challenges (if you have any) for delivering Supporting Local Business interventions. This may include challenges within your local authority and/or your local/regional delivery system.

N/A	
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Describe what further support would help address these challenges.

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PEOPLE AND SKILLS CAPACITY AND CAPABILITY

Does your local authority have any previous experience of delivering the People and Skills interventions you have select?		
Yes		
How would you describe your team's current capability to manage funding for People and Skills interventions?		
Strong capability		
Describe the key capability challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		
How would you describe your team's current capacity to manage funding for People and Skills interventions?		
Strong capability		
Describe the key capacity challenges (if you have any) for delivering People and Skills interventions. This may include challenges within your local authority and/or your local/regional delivery system.		
N/A		
Describe what further support would help address these challenges.		

SUPPORT TO DELIVERY UKSPF

All lead authorities can use up to 4% of their UKSPF allocation to support the delivery of their chosen interventions but by exception, lead authorities will be able to use more than 4%. Are you planning to use more than 4%?

No

(If Yes) Explain why you wish to use more than 4%.

N/A

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Approvals

Before submitting your investment plan, you should have approval from your:

- Chief Executive Officer
- Section 151 Officer
- Leader of your lead authority

Do you have approval from your Chief Executive Officer for this investment plan?

- Yes
- No

Do you have approval from your Section 151 Officer for this investment plan?

- Yes
- No

Do you have approval from the leader of your lead authority for this investment plan?

- Yes
- No

If you do not have approval from any of these people, please explain why this is:

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Additional documents

You will have received an email giving you access to a folder where you will need to upload supporting evidence to your investment plan. All applicants must complete and upload the following spreadsheet to the folder prior to submitting their investment plan:

- UKSPF Expenditure Profile spreadsheet
- UKSPF Indicative Deliverables spreadsheet

Your investment plan submission will be considered incomplete without the required documents.

Have you completed and uploaded the two spreadsheets to the SharePoint folder as requested?

- Yes
- No